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MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Your request for some suggestions in the field of manpower for possible use in your Orientation Course talk.

1. I think you well might deal in general terms with the subject of delegation of authority in respect to small and/or medium-sized manpower proposed moves on the part of the operators. They would be delighted to know that you are considering giving some leeway (this is going to be tossed up to you anyway in the best persuasive form I can devise).
2. A study in work which is targeted toward a more simple and useful manpower control system. This study will deal with T/O's as such, ceilings as such, and the whole matter of better accounting for the location of our personnel as well as the dollar totals, inclusive of better use of unvouchered funds.
3. I would strongly recommend that here is a grand opportunity for you to condition at least the 400 or so minds in front of you on the philosophy of the value of a single manpower control - the T/O.* Necessarily such a T/O must be today's workburden T/O, and then you quickly say that the changes called for by operations can be made - as one now visualizes it - almost immediately. This plan would have a further advantage of helping to eliminate confusion within the mechanics that we now us - T/O, ceiling and the budget.
4. Of particular worth - you might very well hit the construction of grossly needless numbers of positions within T/O's today which serve (as the operator thinks of it) as a grade maneuvering device within his organization. Remember the FE T/O of around two positions vis-a-vis the on-boards of one.
5. You might also disabuse the minds of your audience of the wide-spread conception or conviction that a T/O gives them right or ownership of positions. This is another aspect of developing the point of a single control instrument responsive to the workload.
6. If you want to deal with T/O as such, as an instrument born within the military to service their particular manpower control needs, point out that the T/O, properly used, is a description of a

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small personnel structure such as a squad. Expansion is simply a matter of multiplication. The T/O within the military is fitted only to their rigid organization binds and entirely unfitted and unadaptable to any activity calling for flexibility and speedy shifts in workload, *and varying functional emphasis.*

7. A substantial by-product of such a study should be the elimination of what many people would consider to be red tape, and duplicating, and/or conflicting personnel records and files. In particular, "you are concerned" with all of the procedures which bring to the front the whole problem of expeditious treatment of returnees in respect to advanced training, rotation, and reassignment.

8. You might, if you wish to, deal with the philosophy of enterprise as such, perhaps putting your pitch on the matter of budgeting certain modest funds for advanced training to add to the Agency level of competency. Along these same lines, you might deal with the philosophy of small (or large) budget allocation for enterprise in the development of material things too, such as research in the dynamic electronic field of machines, and/or new devices and/or support to outside intellectual activities of keen interest to us. Here you might point out that ideally the offices should envision and propose enterprise, research and development in their respective fields, and then the Agency add up these requests for allocation control at the Agency level during the budget year. Then - at Agency level ^{DDA} secure such total budget provision from the Bureau of the Budget and the Congress.

9. The "in basket" problem. In our manpower utilization scrutinies we find all over the Agency GS-11's doing parts of a GS-5 job - a miscellany of clerical work - because of badly drawn T/O's and the difficulty of getting the clerical help necessary. This miscellany of clerical work is acting as messengers because no clerical is available to act for them, clipping, filing, indexing, making notes from a document because there is no one to either copy the indicated paragraphs or sentences or to get appropriate duplicates.

10. Here the emphasis from you could well be directed toward the necessity for drawing a realistic T/O in the first place to provide for carrying the workload properly on the part of the needed numbers of differently graded people regardless of any arbitrary rules imposed on the operating offices. An example of arbitrary rules is that of someone's idea of ratios in respect to professionals versus support.

11. In this connection, and more broadly, you might well deal with such arbitrary rules as properly only being small tools for Management not necessarily in themselves fitted for universal application. An example of this, outside of the office itself, is the

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certain value of establishing and keeping continually in mind the then ratio of field to headquarters personnel under the philosophy of exerting continuous pressure to raise the front line total against headquarters or support total. The ratio is a small tool to keep in front of us - the good sense of always seeking to support effectively with fewer.



Chief, Management Staff

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